

# MAINE SCHOOLS FOR EXCELLENCE

HUMAN CAPITAL APPROACH  
TO ENHANCING EDUCATOR  
EFFECTIVENESS AND  
STUDENT LEARNING



## Educator Effectiveness in Maine

tif | Teacher Incentive Fund

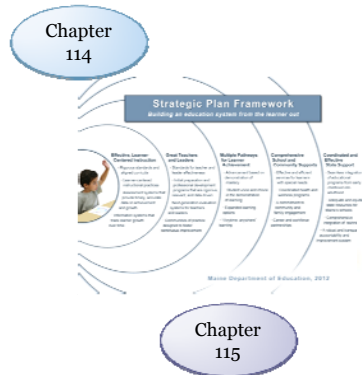
STATE OF MAINE

Chapter  
118

IN THE YEAR OF OUR LORD  
TWO THOUSAND AND TWELVE

H.P. 1376 - L.D. 1858

An Act To Ensure Effective  
Teaching and School  
Leadership



## General Overview - TIF

- Five-year Fund (TIF) grant awarded to the National Board for Professional Teaching Standards (NBPTS) in partnership with Richmond (VA) Public Schools and the Maine DOE
- Reform teacher and principal evaluation and compensation systems to reward teachers and principals for deep knowledge of subjects, high levels of performance and skills, and student growth
- Incorporate rigorous induction and mentoring programs, ongoing professional development, National Board certification and opportunities for teacher leadership training and administrator certification



## General Overview - MSFE

- 16M awarded to Maine for Schools for Excellence (MSFE) September, 2010
- Districts with qualifying schools (50%+ free/reduced) were invited to take part in the initiative
- Five districts, representing 18 schools and 458 teachers participating
  - Lewiston Public Schools
  - MSAD 55
  - MSAD 24
  - MSAD 74
  - SVRSU 12

## MSFE Collaborative Approach

- District Steering Committees
  - Teachers
  - Principals
  - Superintendent
  - Human Resources representative
  - Community business / civic leader(s)
  - Professional development representative
  - School board representative
- Stakeholder Practitioners' Group
  - District representatives
- Executive Advisory Committee
  - MEA
  - MSMA
  - MADSEC
  - MPA
  - MDOE

## MSFE Intent

*To* enhance educator effectiveness and **student learning**.

*For* the benefit of all stakeholders including students, educators, parents, and the community.

*By* developing an integrated and coherent human capital system that aligns with district mission and includes the following key features, for all educators: regular, specific measurement and feedback; on-going, targeted professional development; fair and sensible recognition and reward.

*So That* schools can better attract and retain high performing educators and benefit from a workforce of teachers and administrators who are *aligned in purpose, teamed in their efforts, and motivated to succeed in delivering high quality instruction to students*.

# Mission Driven

## MISSION

*Ensuring Student Academic and Civic Success*

## BELIEFS

1. All students learn, have talent and want to succeed.
2. Learners progress at different rates, in different ways, for different futures.
3. All students deserve a safe and engaging environment where they feel valued.
4. Students, parents, teachers and community are partners in the learning process.
5. Student learning is enhanced by meaningful, real-life experiences requiring complex thinking.
6. Teaching is collaborative and involves ongoing learning.
7. Teachers are knowledgeable, competent in their field and understand human development.
8. Student learning is fostered by frequent, formative feedback.
9. Instruction is aligned and based on standards.
10. Learning is enhanced by effective use of technology.

## VISION

*Future Learning in Lewiston Public Schools*

### Learning is

- Standards based with multiple pathways to achieve success;
- Relevant, rigorous and based on a common curriculum that cultivates higher order skills;
- Ongoing and constant with the variables being time, place and support.

### Our Students

- Feel safe, nurtured and celebrated;
- Help set and monitor progress toward their own educational goals;
- Have high aspirations acquired through experiences and guidance.

### Our Staff

- Inspire and support students;
- Use data and ongoing assessments to inform and differentiate instruction;
- Work collaboratively in ongoing professional development to improve instruction.

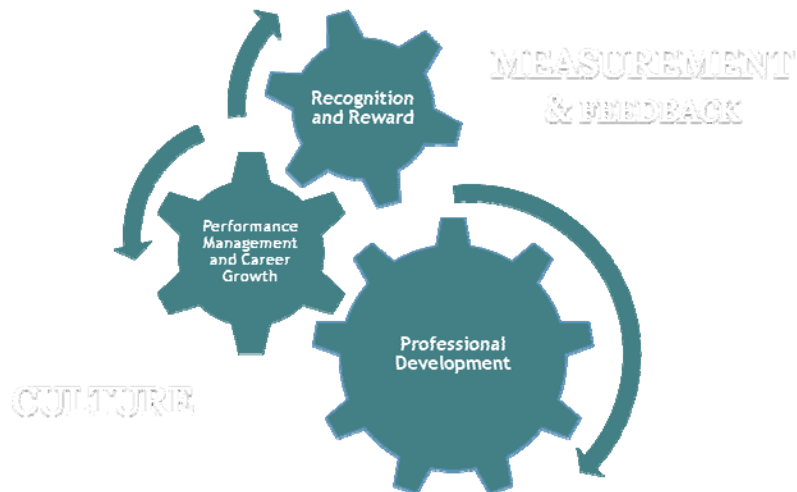
### Our Parents and Community

- Are actively engaged in and supportive of their children's learning;
- Are informed about and work collaboratively with our schools;
- Provide students opportunities for community projects and real world learning.



**LEWISTON  
PUBLIC SCHOOLS**

# MSFE Human Capital Components



## MSFE Professional Development

- Instructionally focused professional development for teachers.
- Leadership focused professional development for principals.
- Enhanced mentoring and induction program for all beginning teachers (3 years) with a focus on effective instruction and student learning and growth.



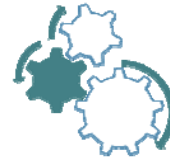
## MSFE Professional Development

- This year...
  - Take One! - 500+
    - Learn the standards
    - Create a video of classroom practice
    - Describe, analyze and reflect on their video
    - Submit video and commentary
    - Collaborate!



## MSFE Performance Management *and* Career Growth

- Definition of what it means to be an effective educator.
- Rigorous, transparent and fair teacher and principal evaluation programs using observation-based assessments, peer review, and student achievement data.
- Opportunities for teachers to take on leadership roles without having to leave the classroom.

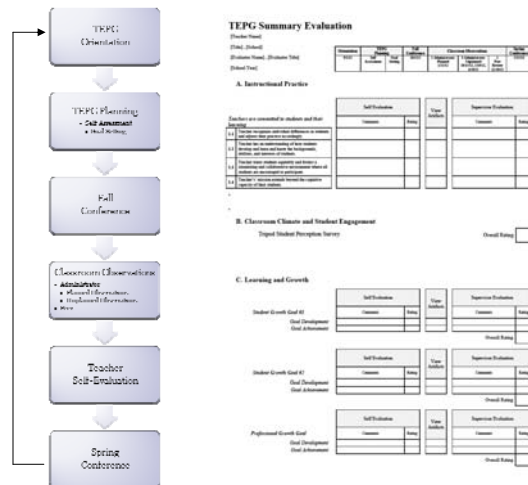


## MSFE Performance Management *and* Career Growth

- This year...
  - Teacher Evaluation and Professional Growth (TEPG) program
    - Digital observation technology
    - Inter-rater reliability and agreement training and certification
  - Principal Evaluation and Professional Growth (PEPG) program
  - Leadership opportunities
    - Take One! Cohort Facilitator - 80+



# MSFE Evaluation



# MSFE Recognition and Reward

Opportunity for performance based incentives and stipends tied to effective instructional and leadership practice and student success.

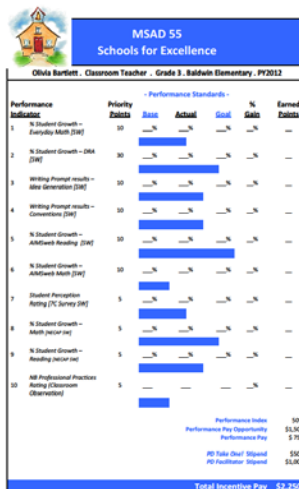


# MSFE Recognition and Reward

- This year...
  - Performance based incentives
    - Multiple measures
    - School-level
  - Stipends
    - Take One! Stipend
    - Take One! Facilitator/Lead Facilitator Stipends
    - National Board Certified Teacher (NBCT) Stipend



# MSFE Sample Performance Report





# MSFE Path Forward

	Performance Management and Career Growth	Professional Development	Recognition and Reward
<b>Year 1</b> 2010-2011	<ul style="list-style-type: none"> <li>Planning year</li> <li>Development of definition for educator effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Planning year</li> <li>Development of Take One! professional development program</li> <li>Creation of district-wide Take One! cohort groups</li> <li>Training of Take One! Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Planning year</li> <li>Development of measurement, feedback &amp; performance based incentive program</li> <li>Collection of baseline data</li> </ul>
<b>Year 2</b> 2011-2012	<ul style="list-style-type: none"> <li>Development of evaluation program purposes and rubric for teachers and principals</li> <li>Development and limited piloting of Teacher Evaluation and Professional Growth (TEPG) and Principal Evaluation and Professional Growth (PEPG) programs</li> <li>Implementation of Take One! Cohorts led by trained Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>District-wide Take One! professional development</li> <li>Financial support for NB full certification for teachers</li> <li>Communication of TEPG / PEPG program to all teachers and principals</li> </ul>	<ul style="list-style-type: none"> <li>Refinement of measurement, feedback &amp; performance based incentive program</li> <li>Administration of baseline teacher perception survey of principals</li> <li>Administration of baseline student perception survey of teachers</li> <li>Distribution of performance based incentives and stipends by July '12</li> </ul>
<b>Year 3</b> 2012-2013	<ul style="list-style-type: none"> <li>Refinement of TEPG and PEPG programs</li> <li>Development of improved induction and mentoring program</li> <li>Development of teacher career growth program—defining levels and qualification requirements</li> </ul>	<ul style="list-style-type: none"> <li>Development and administration of TEPG / PEPG inter-rater reliability training for principals and other classroom observers</li> <li>Communication of TEPG / PEPG program to all teachers and principals</li> <li>Financial support for NB full certification for teachers</li> </ul>	<ul style="list-style-type: none"> <li>Continued refinement and strategic alignment of measurement, feedback &amp; performance based incentive program</li> <li>Begin development of Student Learning Objectives (SLO) program</li> <li>Sustainability planning</li> <li>Distribution of performance based incentives and stipends by July '13</li> </ul>
<b>Year 4</b> 2013-2014	<ul style="list-style-type: none"> <li>Refinement of TEPG and PEPG programs</li> <li>Implementation of improved induction and mentoring program</li> <li>Phased-in implementation of teacher career growth program</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Take One! equivalent for principals</li> <li>Continued TEPG / PEPG inter-rater reliability training and program communication to all teachers and principals</li> <li>Financial support for NB full certification for teachers and principals</li> </ul>	<ul style="list-style-type: none"> <li>Continued refinement and strategic alignment of measurement, feedback &amp; performance based incentive program</li> <li>Continued development of SLO program and measures</li> <li>Sustainability planning</li> <li>Distribution of performance based incentives and stipends by July '14</li> </ul>
<b>Year 5</b> 2014-2015	<ul style="list-style-type: none"> <li>Refinement of TEPG and PEPG programs</li> <li>Full implementation of improved induction and mentoring program</li> <li>Full implementation of teacher career growth program</li> </ul>	<ul style="list-style-type: none"> <li>Continued TEPG / PEPG inter-rater reliability training and program communication to all teachers and principals</li> <li>Financial support for NB full certification for teachers and principals</li> </ul>	<ul style="list-style-type: none"> <li>Continued refinement and strategic alignment of measurement, feedback &amp; performance based incentive program</li> <li>Continued development of SLO program and measures</li> <li>Sustainability planning</li> <li>Distribution of performance based incentives and stipends by July '15</li> </ul>
2015-2016	End of federal TIF grant. Goal for districts to implement a locally sustainable model to support performance system infrastructure and performance based incentives.		

## MSFE Benefits

- High-quality, job-embedded professional development with a focus on effective instructional practices and the opportunity to obtain national certification
- Promotion of school-wide learning communities that change the learning culture of the school to increase student learning growth and promote measureable, systemic reform that can inform change efforts elsewhere
- Regular access to relevant and specific performance data that can inform continuous improvement efforts

## MSFE Benefits (cont)

- Intensive mentoring and induction for all beginning teachers (3 years) with a focus on teacher quality and student achievement using formative assessment and instructional coaching
- Opportunities for teachers to serve as instructional leaders without having to leave the classroom
- Opportunity for educators to develop and shape local policy
- Opportunity for additional recognition and reward

## MSFE Managing Expectations

This year, the system will...

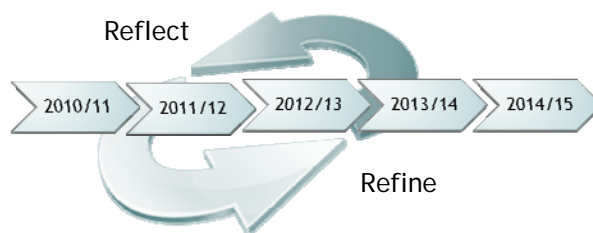
- Be a first step toward integrating measurement and feedback, professional development and incentives into a unified and coherent system
- Begin to align ALL educators toward a common goal of improved student learning
- Pay teachers incentives that are above and beyond base pay
- Distribute incentives based on school and/or district performance

## MSFE Managing Expectations (cont)

- Provide time and resources to fine-tune the measurement and reporting system
- Provide time and resources to learn more about the national standards for accomplished teaching
- Provide time and resources to build the Teacher and Principal Evaluation and Professional Growth programs
- Involve everyone in its development and on-going refinement

## MSFE Timeline

Working together throughout the 5 year grant period to build on our work, test new ideas, and continually strengthen the system.





"The quality of an education system cannot exceed the quality of its teachers - but neither will the quality of teaching exceed the quality of the systems in place to recruit, train, develop, and advance teachers."

- Improving Teaching  
Quality Around the World  
2011 Summit

